



# Career and Leadership Development Initiative

Indianapolis Metropolitan  
Police Department

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## A Message from the Office of Career and Leadership Development (CLD)

We are moving from wishful thinking to diligent doing in the Office of Career and Leadership Development. This month's edition of the CLD newsletter is a great demonstration of the hard work being completed by members of the IMPD at all levels throughout the department. None of this would be possible without the commitment and support of Chief Michael Spears, FOP President Bill Owensby, Director Scott Newman and Mayor Greg Ballard.

During the month of April, diligent research into national best practices was completed throughout the country. The men and women of the IMPD were represented coast to coast, from Los Angeles to Boston and many points between. We met with representatives from some of the best law enforcement agencies in the country, many of the top scholars in police leadership and education, hundreds of police labor representatives, and we even had the opportunity to share our work with Eric Holder, the Attorney General of United States.

Our agency will benefit greatly from these exposures to various methods and concepts for professional development. However, more importantly we learned this fact: The IMPD is leading the way in our structured approach to career planning by investing in our members and developing their professional abilities while allowing for personal growth.

Time and again, we learned the entire law enforcement profession is grappling with the same challenge. There is no doubt, we are moving into a new policing era which requires transformational changes in our practices. While the policing profession has focused on investing in equipment and infrastructure in the Criminal Justice arena, it has failed to invest in our people and their careers.

As a result, departments are scrambling to build up their people and their knowledge base during a generational transition in the workforce. Agencies nationwide are watching nearly two thirds of their seasoned veterans transition to retirement. However, our overall mission remains the same and that is the prevention and reduction of crime. Therefore, we must anchor ourselves and our people in leadership. We have invested a great deal of time in deliberately uncovering best practices in order to ensure the IMPD becomes recognized as "Next Practices."

Respectfully, Sgt. Rick Snyder Telephone (317) 327-3376 or [s8626@indygov.org](mailto:s8626@indygov.org)



Sgt. Rick Snyder and Los Angeles County Sheriff, Lee Baca, discuss the CLD Initiative while walking through Harvard Yard in Cambridge Massachusetts.

## The Leadership Test ~ What does it mean to be a Leader?

One of the signature components of the Office of CLD is the emphasis placed on leadership. There are many definitions of what it takes to lead others, but often we forget leadership starts with being able to lead yourself. Every officer is a leader and their decision making process is tested daily in the performance of their duties. Fortunately, the IMPD is carrying the torch in enhancing the development of their officers in the leadership arena.

The Office of CLD is receiving insight and assistance from one of the top police and military leadership instructors in the country, Mr. Bill Westfall. He explains, "Police are very adept at identifying the managerial issues. We have not been taught how to identify and consider the leadership issues. To simply make a decision based on the managerial concerns rob an organization of its spirit." Westfall reminds officers they must be able to manage and lead. Officers must be empowered at the lowest levels of the organization, they must pursue mentors who are capable of modeling successful traits and they must network with peers who strive to give back so "the torch may burn brighter for future generations." His definition of leadership is powerfully simple: Leadership is doing the right thing, at the right time, in the right way and for the right reasons.

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### Did you know?

- CLD was recently featured on the leading police training and information website: [PoliceOne.com](http://PoliceOne.com)
- IMPD recruits receive 932 hours of training in the Academy and nearly 800 additional hours of training and evaluation in the field.
- IMPD officers can receive college credits for their Academy training.
- Recruit Officers receive "probationary officer" pay from the first day of the Training Academy.



## Decorated Marine General and Business Leader joins the CLD Advisory Board



General Hill joins the CLD Advisory Board, providing perspective from the Military and Business disciplines.

*\*Photo courtesy of IU*

The Office of Career and Leadership Development (CLD) is proud to announce the latest member who has joined the CLD External Advisory Board. Major General John W. Hill, USMCR (ret) has agreed to voluntarily provide review and advice on the overall CLD initiative providing input from both the military and private business perspective.

Hill served approximately 35 years in the U.S. Marine Corps and Marine Corps Reserve, retiring in July 2000. His last billet was Vice Commander Marine Forces Atlantic, Europe, and South. Previously he served as

Deputy Commander Marine Forces South, Deputy Commander Marine Corps Combat Development Command, and Commanding General 3rd Marine Expeditionary Brigade. His decorations include the Distinguished Service Medal, Bronze Star with Combat V, Purple Heart, and the Meritorious Service Medal among others.

Hill is currently the Arthur M. Weimer Chair in Business Administration and Professor of Accounting at the Kelley School of Business, Indiana University. He has served as Associate Dean, Research and Operations

and Chairman, Systems and Accounting Graduate Programs at the Kelley School.

He holds BS, BA, MBA, JD and PhD degrees from various colleges and universities.

"We are deeply honored to have someone of General Hill's background and character providing guidance on our efforts" explained Sgt. Rick Snyder, CLD Coordinator. "This is a significant opportunity for the men and women of our department."

*We are excited to welcome another prestigious member to our IMPD family.*



Deputy Chief Roach (left) and North District Commander Holt (right) set the example by completing a CrossFit workout with the IMPD Recruits at the Training Academy.

## IMPD gets FIT ~ Chief Spears Commits the Department to the Value of Fitness and Health

Police Officers live an average of 15 years *LESS* than the average American and 50% of officers die of heart disease within 5 years of retirement. These are startling statistics for anyone who reads them, but they prove that health and fitness is just as much an Officer Safety issue as armed encounters and high risk traffic stops. Unfortunately, the law enforcement profession does not consistently talk about these dark facts.

"In my 20 years of police work, I have not had one class on health or fitness" said IMPD Lt. Vince Cascella who serves on the CLD Committee. However, in April 2009 Chief of Police Michael Spears took an assertive step in a different direction. He designated a Fitness Coordinator at the IMPD Training Academy to develop a voluntary fitness program for officers designed around the CrossFit model offered by the department.

What is CrossFit? CrossFit delivers a fitness that is, by design, broad, general, and inclusive. This program has universal scalability making it the perfect application for any committed individual regardless of their current physical status. The method is also highly functional for the police and military professions as it directly translates into self defense combatives, discipline, initiative, and leadership. Stay tuned for further info!



Members of the WLC Steering Committee meet in the Chief's Conference room to plan for the 2010 Leadership Summit.

## "Mentors with a Mission" ~ IMPD Women's Leadership Conference (WLC)

In December 2008, the Office of CLD conducted an internal survey among the sworn members of the IMPD. Only 28% of respondents stated they have a mentor on the department and 12% believe the department has a formalized mentoring program. In a step to enhance networking opportunities and professional development, the Office of CLD has launched several initiatives to foster awareness and coaching

programs revolving around leadership components. One such example is the development of the IMPD Women's Leadership Conference. A steering committee has been formed to create a one day voluntary program to develop the leadership skills of women and to enhance their promotability, career opportunities and empower them to be successful in various aspects of their work and personal lives.

The following female representatives from each rank form the committee: Cmdr. Becky Lake, Capt. Pat Holman, Lt. Dawn Snyder, Sgt. Linda Jackson, and Officer Candi Perry. Cmdr. Paul Ciesielski is also working with the team to provide consistency among the various CLD Mentoring efforts. The group has begun meeting to plan for a WLC Conference in the Spring of 2010.



## CLD goes Coast to Coast ~ In search of National Best Practices

During the month of April 2009, representatives from the CLD Initiative conducted extensive research on best practices throughout the nation.

Deputy Chief Sergio Diaz of the Los Angeles Police Department and a member of the CLD External Advisory Board invited a site survey team to the LAPD. The team consisted of representatives from each merit rank. The team included Capt. Pat Holman, Lt. Vince Cascella, Sgt. Rick Snyder, Officer Chris Wilburn and FOP President Bill Owensby. Nearly 20 meetings were completed in three days. The primary objective of the

LAPD Site Visit was to research and collect information on Best Practices utilized by the LAPD in the professional development of their officers. Recognized as a leader in the Law Enforcement profession within the United States and abroad, the LAPD employs nearly 10,000 police officers and 3,000 civilian employees.

Members of the IMPD, specifically working with the Office of Career and Leadership Development conducted an audit of following areas: Recruitment (Female, Minority, Lateral, and Military), Promotional Practices, Career Development/Career

Planning, the LAPD Leadership Academy/Training Academy, Performance Evaluations, Labor Relations, Intelligence Center, Education Based Discipline, LAPD University program, LAPD Police Foundation, and Fitness.

The team was also able to meet with the world renowned Chief of Police Bill Bratton who is the only person to ever lead both the NYPD and the LAPD.

As a result of the visit, the Office of CLD was able to gather resources and information for the benefit of the IMPD and establish long term contacts to mutually benefit each department.



LAPD Police Chief Bill Bratton meets with CLD representatives and shares his thoughts on developing leaders in a police organization.

## Best Practices to "Next Practices" ~ The IMPD Leadership Academy sets the standard

In 1992, former LAPD Assistant Chief Jessie Brewer identified the need to improve leadership training on the LAPD and contacted the United States Military Academy at West Point for their support. In 1994, the LAPD sent a team to participate in a Faculty Development Workshop on leadership at Military Academy. The same participants returned from West Point and spent many months designing leadership training and developing a cadre

of instructors to teach in the newly created West Point Leadership Program. The West Point Leadership Program is considered to be one of the finest law enforcement leadership programs in the world.

During the month of April 2009, members of the IMPD visited the LAPD Leadership Academy and researched the teaching model.

The Office of CLD is now working to create and implement a

structured learning environment focused on the development of leaders within the IMPD. With the assistance of nationally recognized leadership instructors such as Bill Westfall and Chuck Remsburg, the IMPD program has the potential to set the standard for the Midwest.

The Academy's goal to be open to IMPD officers and others throughout the region. Stand by for further developments!



Members of the CLD Site Survey team take notes during a meeting with Sgt. Dan Hudson at the LAPD Leadership Academy.

## Transformational Change ~ Harvard Conference confirms IMPD is Leading the Way

During the month of April, the Office of CLD met with representatives from the top 50 police labor unions in the United States. Located at the Harvard Law School, the event brought together scholars and policy experts from the law enforcement discipline. Topics included Global Changes Impacting the Police Profession, educational and professional resources for law enforcement, and leadership

development issues.

The group also received a presentation from the Attorney General of the United States, Eric Holder, who spoke about the new administration's priorities for the U.S. law enforcement community.

The overall gathering primarily focused on the transformational tactics needed in policing to survive the expected changes in

the law enforcement community. FOP President Bill Owensby explained, "During several days of discussion, it was apparent that departments nationwide are struggling with career development issues." He went on to state, "Through the efforts of CLD, the IMPD is leading the way in the profession." As a result, the CLD Initiative may be presented in the 2010 Harvard Leadership conference.



Sgt. Snyder travels to Harvard University to update Advisory Board member, Dr. Elaine Bernard at the Kennedy Law School.



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Lt. Roger Spurgeon  
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Det. Stephanie Phillips

## “The Torchbearers who dare the Great Adventure”

### Vision

The Career and Leadership Development (CLD) Initiative will enable the Indianapolis Metropolitan Police Department to be recognized as the leader in the law enforcement profession for the Midwest.

### Mission

Provide a structured approach for members of the Indianapolis Metropolitan Police Department to achieve their career goals through ongoing professional development and personal growth. The department is committed to providing the opportunity for sworn and civilian personnel to continuously improve by investing in their performance, allowing for specialization, and enhancing their leadership qualities.

“...Unless men and women are willing to fight and die for great ideals, including love of country, ideals will vanish, and the world will become one huge sty of materialism....All of us who give service, and stand ready for sacrifice, are the torchbearers....The torches whose flames are brightest are borne by the gallant men and women at the front....These are the torchbearers; these are they who have dared the Great Adventure.”

~Theodore Roosevelt

1918



IMPD Officers respond to a critical incident involving a fellow officer.